

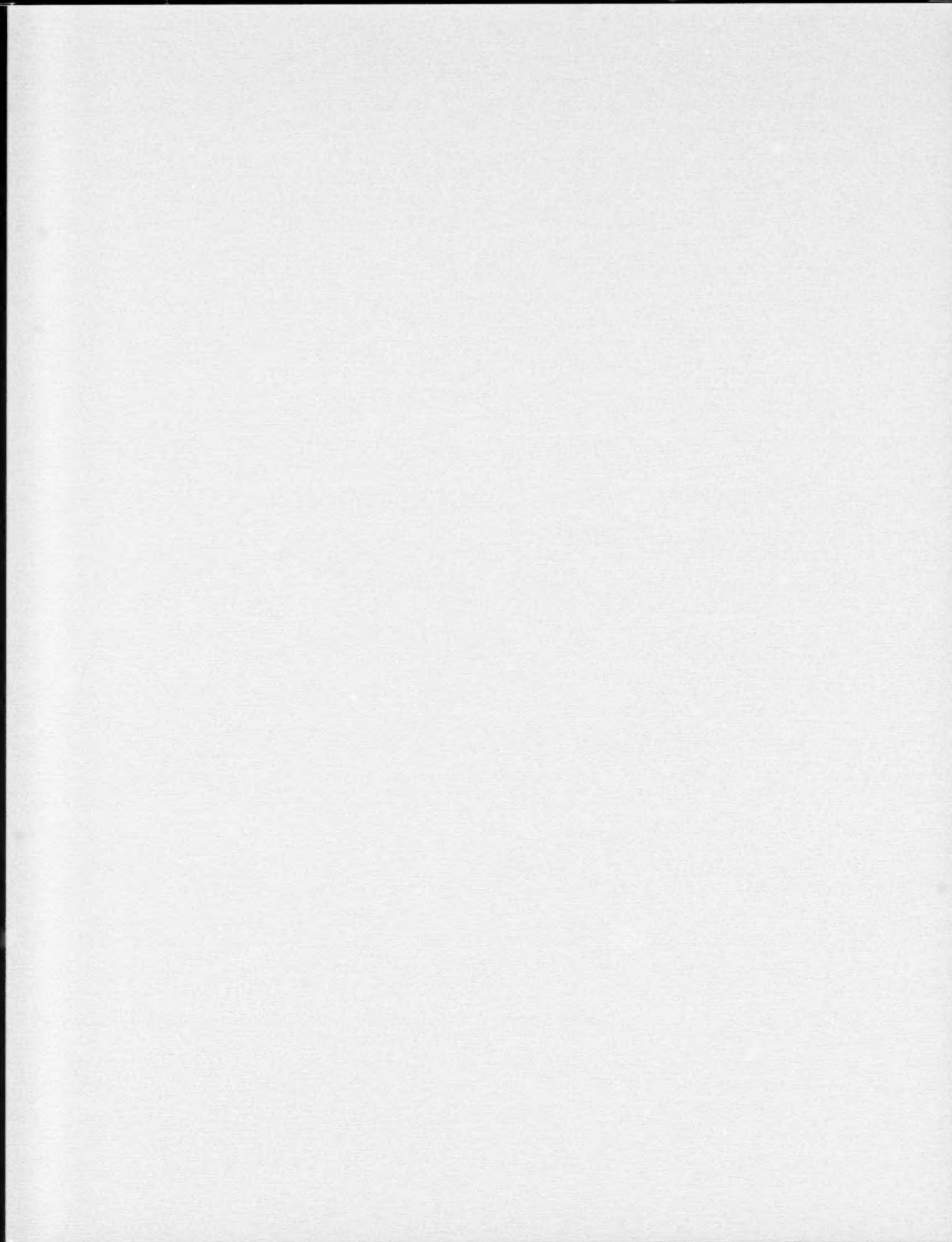


Government of Nunavut

2006-2007

Public Service Annual Report

Public
Service
Annual Report



In accordance with Section 3(2) of the *Public Service Act*, I have the honour to submit the Public Service Annual Report for the period April 1, 2006 to March 31, 2007.

Respectfully Submitted,

A handwritten signature in dark ink, appearing to read 'Louis Tapardjuk', with a stylized flourish at the end.

The Honourable Louis Tapardjuk
Minister of Human Resources

NOTE

Statistics contained in this report are for employees of the ten Government of Nunavut departments, Nunavut Arctic College, Nunavut Housing Corporation and the Office of the Legislative Assembly. Statistics do not include employees of the Qulliq Energy Corporation or other GN boards/agencies unless specified.

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Message from the Minister



Providing quality programs and services to Nunavummiut requires a competent and qualified public service that is representative of those it serves. The Government of Nunavut's commitment to achieving workforce excellence is guided

by our commitment to *Article 23 of the Nunavut Land Claims Agreement*, the guiding principles of *Pinasuaqtavut* and the legislative authority of the *Public Service Act*.

The past year has proven to be a busy and productive year in our public service and we have worked hard to introduce new initiatives in priority areas such as Inuit employment planning, training and development, recruitment and human resource policy development. The 2006-2007 Public Service Annual Report reflects some of our achievements and provides a wide variety of up-to-date workforce statistics and demographics.

We successfully piloted the Inuit Peer Group Program, established to create a forum for Inuit to share their issues and make recommendations on incorporating *Inuit Qaujimajatuqangit* in the workplace.

We continued to emphasize the importance of *Ilippallianginnarniq* (Continuing Learning) in our public service by providing a wide variety of employee learning and development opportunities. One of our most successful initiatives, the *Sivuliqtiksat* internship program, was expanded from 14 to 16 positions.

We developed and offered in-house training on staffing processes and interviewing techniques to staff and managers across the GN. Successful employment outreach initiatives such as career fairs, radio talk shows and implementation of the Nunavut Skills Information System for casual employment were also undertaken.

A legislative proposal for a new *Public Service Act* was approved and extensive research and policy work is underway to ensure the new *Act* incorporates best practices in human resources management and is reflective of Inuit societal values.

Over 3000 people work in Nunavut's public service in a wide range of careers. I want to take this opportunity to recognize all Government of Nunavut staff for their dedication and untiring efforts.

I hope you will find this year's Public Service Annual Report interesting and informative.

2 Inuit Employment Initiatives

Article 23 of the Nunavut Land Claims Agreement (NLCA) requires the Government of Nunavut (GN) to increase Inuit participation in the public service to a representative level and identify supporting human resources practices and initiatives.

Overall beneficiary representation in the Government of Nunavut increased to 50% in March 2007 from 48% in March 2006. Beneficiary representation was highest in administrative and paraprofessional positions and representation in the senior management and middle management categories saw 4% and 3% increases respectively. Additional details on beneficiary representation in the public service can be found in the Workforce Profile section of this report.

INUIT EMPLOYMENT PLAN

The fundamental elements of an Inuit Employment Plan (IEP) were set out in *Article 23 of the NLCA*. The IEP establishes defined targets and timelines for reaching an achievable level of beneficiary representation in the public service and will ensure human resources policies and practices meet the needs of Inuit, whether they are current employees or future employees.

Government departments, including the Department of Human Resources, are presently reviewing their departmental IEPs to identify priorities and

Government of Nunavut-wide initiatives, taking into consideration the territory's current fiscal situation. A comprehensive, GN-wide IEP for the period ending March 2010 will be tabled in the Legislature in 2007-08.

PRIORITY HIRING

In support of *Article 23 of the NLCA*, a Priority Hiring Policy has been implemented to ensure priority consideration is given to beneficiary candidates during the hiring process. The Priority Hiring Policy is applied to all GN job competitions across Nunavut, in all occupational categories.

During the staffing process, beneficiary candidates are screened and interviewed first, prior to the screening of applications from non-beneficiary candidates. Other candidates are screened and interviewed only when no suitable beneficiary candidates are found. To further demonstrate commitment to increasing beneficiary employment in the workplace, departments are increasingly offering term positions (rather than indeterminate) to successful non-beneficiary candidates, to ensure that future employment possibilities are available to beneficiaries.

An interim review of the Priority Hiring Policy will be conducted in 2007-08.

NUNAVUT SKILLS INFORMATION SYSTEM (NSIS)

The Department of Human Resources has successfully piloted a new on-line application system for casual employment. This system, tailored to meet the needs of the Government of Nunavut's casual employment process, is part of the Nunavut Skills Information System project that is being led by the Department of Education.

The NSIS will provide for a more effective and timely matching of applicants to casual employment opportunities, as it allows for searches based on skills. For example, if a department is requesting to hire a casual employee for a receptionist position requiring strong language skills in both Inuktitut and English, this skill set can be entered as search criteria and any applicants that have identified this skill will come up as potential matches. Applicants can also register their information from any personal computer. This on-line system is available in both Inuktitut and English so clients can register information in their language of choice.

The NSIS is currently in use in Iqaluit and it is anticipated that the system will be used across the territory in 2007-08, facilitating the hiring of casual employees in Nunavut's communities.

SUMMER STUDENT EMPLOYMENT EQUITY PROGRAM (SSEEP)

The Government of Nunavut's Summer Student Employment Equity Program is designed to provide opportunities for secondary and post-secondary Nunavummiut students to explore different types of work and to gain meaningful job experience within

Nunavut's public service. It is an integral part of the development of Nunavut's youth and orients them to the work of the government.

The objectives of the SSEEP are:

- to encourage the departments and agencies of the Government of Nunavut to hire students in order to develop a pool of qualified candidates for future public service appointments;
- to provide employment opportunities for students that will:
 - enrich their academic programs;
 - help fund their education and encourage them to complete their studies;
 - develop their skills and improve employability after graduation;
 - offer insight into future employment opportunities; and
 - help them evaluate their career options within the territorial public service.

The program also includes orientation, mentorship, and evaluation components to ensure that students are provided with the necessary support and development to ensure success on the job. The program attempts to balance the priority hiring of beneficiary students with the needs of non-beneficiary students.

The 2006-07 SSEEP saw a total of 207 students participate in the program (81% of whom were beneficiaries). In addition to the consistent application of the Priority Hiring Policy, priority placement was given to Nunavut high school and college students, as well as Nunavummiut who are studying in post secondary institutions outside of the territory.

Summer Student Employment Equity Program

Fiscal Year	# Students	# Beneficiary	% Beneficiary
2006-2007	207	168	81%
2005-2006	144	107	74%
2004-2005	130	105	81%
2003-2004	141	99	70%
2002-2003	141	83	59%
2001-2003	71	51	72%
TOTAL	834	613	74%

SIVULIQTIKSAT – SENIOR MANAGEMENT DEVELOPMENT PROGRAM

Sivuliqtiksat is a Government of Nunavut internship program that is designed to provide professional development opportunities to Inuit and to assist Government of Nunavut departments in meeting their *Article 23* targets. The focus of the program is on training Inuit in leadership positions within the Government of Nunavut – at the director, manager, and specialist levels. In 2006-07, the Department of Human Resources supported a total of 14 positions in the program, which is open only to beneficiaries of the NLCA.

Since the program's inception in January 2003, a total of 29 interns have been hired and 7 have graduated from the program and assumed their target positions. In view of the fact that internships are such an effective means of increasing Inuit employment in the workforce, the program expanded from 14 to 16 positions effective April 2007. At the end of March 2007, 13 interns were in the program and an additional 3 interns were hired with start dates in the new fiscal year.

Sivuliqtiksat interns complete their learning plan objectives through on-the-job training, completion of distance education courses, and participation in formal classroom learning. Orientation, mentoring,

and work exchange assignments are also components of this program. Each intern is assigned a designated trainer for the duration of the program. Interns who successfully complete the program are appointed to their target positions.

NUNAVUT ADVANCED MANAGEMENT PROGRAM

In 2004-05, the Department of Human Resources partnered with Kakivak Association, a regional Inuit development association, to deliver the 10-module Nunavut Advanced Management training program for GN employees interested in developing their management skills. Saint Mary's University is the academic institution that delivers this program. Modules cover such areas as business communication, program evaluation, leadership, and budgeting. Participants must complete 8 of the 10 modules to complete the program. A unique feature of this program is that it gives participants the opportunity to learn from and network with employees from a variety of organizations.

A total of 36 Government of Nunavut employees have participated in the Nunavut Advanced Management Program to date (92% of whom were beneficiaries).

Nunavut Advanced Management Program

Fiscal Year	# Graduates	# Beneficiary	% Beneficiary
2006-2007	13	13	100%
2005-2006	10	10	100%
2004-2005	13	10	77%
TOTAL	36	33	92%

The 2006-07 offering was the last offering of the program by Kakivak. However, the Department of Human Resources is developing a variety of customized training programs designed to provide employees with management and leadership skills.

REDUCING BARRIERS TO EMPLOYMENT

The NLCA prescribes that all GN job descriptions must undergo an audit to ensure there are no systemic barriers in the job qualifications of public service positions. The Department of Human Resources has reviewed all of the job descriptions on file, documented current academic, experiential or any other qualifications and compared these to the qualifications listed in the National Occupational Classification, Occupational Descriptions.

Jobs which may have inflated qualifications are being further analyzed and will be presented to departments for their review and action. This is expected to be completed before the end of 2007-08.

INUIT PEER GROUP PROGRAM

The Inuit Peer Group Program was a pilot program initiated between the Departments of Human Resources and Culture, Language, Elders and Youth in 2006-07. The intention of the program is to provide Inuit with a forum to share common workplace issues and allow them to provide input into appropriate workplace strategies to address these issues. The Inuit Peer Group Program also provides a means of ensuring the workplace is comfortable for Inuit employees. A final review of the program is now underway and it is anticipated that GN-wide implementation will take place in 2007-08.

3 Human Resource Legislative and Policy Framework

The *Public Service Act (PSA)* guides the management and direction of the public service for the Government of Nunavut. Its purpose is to describe the authorities and rules for the appointment, direction, discipline, dismissal and the terms and conditions of employment for GN employees and also describes the collective bargaining process.

PUBLIC SERVICE ACT REVIEW

On April 1, 1999, Nunavut's current *Public Service Act* was carried forward from the Government of the Northwest Territories (GNWT) with a few minor amendments. The current PSA does not incorporate new acts in force in the territory and does not reflect changes to collective agreements that have been made since 1999. Most importantly, the current PSA does not consider current human resources practices within the GN, Inuit societal values or Article 23 of the NLCA. A legislative proposal to develop a new PSA was approved in 2006. Research, stakeholder consultation and legislative drafting are currently underway.

INTERIM PUBLIC SERVICE REGULATIONS

Interim changes to the Public Service Regulations were made in 2006-07 to reflect changes in HR practices and collective agreements since 1999. A major review of the Regulations is being conducted as part of the *Public Service Act* review.

UPDATED HUMAN RESOURCES MANUAL

In 1999, the GNWT Human Resources Manual (HR Manual) was transferred to the GN. The HR Manual provides a central source of information that compiles existing human resources policies and guidelines, as well as legislation. Over time, the information in the manual became out of date and its content did not reflect key GN commitments in such areas as the Inuit Employment Plan and *Inuit Qaujimajatuqangit*.

Over a 2 year period, the HR Manual was reviewed and revised to ensure the current organizational structure of the GN, new policies and priorities, new procedures, changes in the staffing process and amendments to the Public Service Regulations were integrated. The new HR Manual was approved by Cabinet and is available online. Ongoing revisions will be made as needed.

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Human Resource Development

The Government of Nunavut is committed to developing a competent and qualified public service, representative of the population it serves, through effective and efficient human resource development and management. In keeping with this commitment, the Department of Human Resources places great emphasis on recruiting, retaining, recognizing and developing Government of Nunavut employees.

RECRUITMENT

Staffing Capacity

Building capacity remains a challenge for the GN. As of March 2007, there were 3687 full time positions within the Government of Nunavut and of these positions, 2962 were filled. Overall staffing capacity decreased from 84% in March 2006 to 80% in March 2007.

The following tables present a 2-year staffing capacity summary by community, department and occupational category.

Capacity Distribution by Community

COMMUNITY	March 2006				March 2007			
	Total Positions	Filled	Vacant	% Capacity	Total Positions	Filled	Vacant	% Capacity
BAFFIN	2089	1733	356	83%	2223	1813	410	82%
Arctic Bay	47	44	3	94%	46	44	2	96%
Qikiqtarjuaq	37	35	2	95%	42	36	6	86%
Cape Dorset	111	98	13	88%	117	98	19	84%
Clyde River	49	47	2	96%	51	47	4	92%
Grise Fiord	19	15	4	79%	18	15	3	83%
Hall Beach	42	38	4	90%	47	36	11	77%
Igloodik	140	105	35	75%	139	111	28	80%
Iqaluit	1262	1025	237	81%	1383	1104	279	80%
Kimmitut	38	30	8	79%	33	30	3	91%
Nanisivik	4	4	0	100%	4	4	0	100%
Pangnirtung	142	116	26	82%	139	112	27	81%
Pond Inlet	127	112	15	88%	135	119	16	88%
Resolute Bay	25	22	3	88%	22	18	4	82%
Sanikiluaq	46	42	4	91%	47	39	8	83%
KIVALLIQ	824	699	125	85%	885	692	193	78%
Arviat	195	163	32	84%	200	162	38	81%
Baker Lake	140	120	20	86%	144	127	17	88%
Chesterfield Inlet	30	25	5	83%	32	26	6	81%
Coral Harbour	48	44	4	92%	49	41	8	84%
Rankin Inlet	343	287	56	84%	388	278	110	72%
Repulse Bay	37	35	2	95%	40	34	6	85%
Whale Cove	31	25	6	81%	32	24	8	75%
KITIKMEOT	494	416	78	84%	556	439	117	79%
Bathurst Inlet	1	1	0	100%	1	1	0	100%
Cambridge Bay	202	170	32	84%	256	178	78	70%
Gjoa Haven	76	69	7	91%	81	73	8	90%
Kugaaruk	38	34	4	89%	40	35	5	88%
Kugluktuk	134	105	29	78%	134	112	22	84%
Taloyoak	42	37	5	88%	43	40	3	93%
Umingmaktok	1	0	1	0%	1	0	1	0%
OTHER	21	19	2	90%	23	18	5	78%
Churchill	4	3	1	75%	7	4	3	57%
Ottawa	4	4	0	100%	4	4	0	100%
Winnipeg	13	12	1	92%	12	10	2	83%
TOTAL ALL	3428	2867	561	84%	3687	2962	725	80%

Capacity Distribution by Department

DEPARTMENT	March 2006				March 2007			
	Total Positions	Filled	Vacant	% Capacity	Total Positions	Filled	Vacant	% Capacity
Community & Government Services	329	255	74	78%	334	255	79	76%
Culture, Language, Elders & Youth	87	64	23	74%	77	63	14	82%
Economic Development & Transportation	123	108	15	88%	132	101	31	77%
Education	1148	1048	100	91%	1175	1067	108	91%
Environment	109	91	18	83%	104	87	17	84%
Executive & Intergovernmental Affairs	52	46	6	88%	51	38	13	75%
Finance	166	127	39	77%	183	129	54	70%
Health & Social Services	782	599	183	77%	915	603	312	66%
Human Resources	80	67	13	84%	79	67	12	85%
Justice	156	129	27	83%	236	199	37	84%
Nunavut Arctic College	132	107	25	81%	131	111	20	85%
Nunavut Housing Corporation	80	67	13	84%	84	69	15	82
Office of the Legislative Assembly	30	25	5	83%	31	26	5	84%
Qulliq Energy Corporation	154	134	20	87%	155	147	8	95%
TOTAL ALL	3428	2867	561	84%	3687	2962	725	80%

Capacity Distribution by Occupational Category

OCCUPATIONAL CATEGORY	March 2006				March 2007			
	Total Positions	Filled	Vacant	% Capacity	Total Positions	Filled	Vacant	% Capacity
Executive	37	35	2	95%	38	37	1	97%
Senior Management	138	125	13	91%	140	120	20	86%
Middle Management	427	364	63	85%	434	357	77	82%
Professional	1133	961	172	85%	1196	962	234	80%
Paraprofessional	1102	884	218	80%	1276	1007	269	79%
Administrative Support	591	498	93	84%	603	479	124	79%
TOTAL	3428	2867	561	84%	3687	2962	725	80%

STAFFING

The Department of Human Resources facilitates job competitions for departments to ensure a fair and unbiased hiring process. Staffing authority has been delegated to the Department of Health and Social Services to recruit nursing positions and to Nunavut Arctic College (NAC) to recruit all NAC positions. The Department of Education is responsible for the staffing of teaching positions, as this group of employees fall under the *Education Act*, not the *Public Service Act*.

Job Competitions

For the 2006-07 fiscal year, job competitions were held by the Department of Human Resources

for 597 positions. This number does not include casual positions, direct appointments and transfer assignments.

A total of 7121 applications were received for the 597 advertised positions in 2006-07, compared to 9382 individuals who applied for 761 advertised positions in 2005-06. In 2006-07, of the positions advertised, 367 positions were filled, compared to 508 positions in 2005-06. A total of 117 positions were cancelled or re-advertised in 2006-07, compared to 112 positions in 2005-06. The remaining competitions were not completed by the end of the fiscal year.

A breakdown of job applications and hires by gender and beneficiary status is contained below.

2006-07 Job Competitions

Positions advertised 597									
		Male	%	Female	%	Beneficiary	%	Non-Beneficiary	%
Applications	7121	3695	52%	3426	48%	2102	30%	5019	70%
Actual Hires	367	177	48%	190	52%	159	43%	208	57%

Application Summary by Fiscal Year

Fiscal Year	# Positions Advertised	# Applications	Male	Female	Beneficiary	Non-Beneficiary
2006-2007	597	7121	3695	3426	2102	5019
2005-2006	761	9382	4850	4532	3079	6303
2004-2005	615	14,352	8912	5440	2073	12,279
2003-2004	566	9427	5533	3894	1586	7841
2002-2003	708	9105	5085	4020	1464	7641
2001-2002	491	8182	4985	3197	875	7307
TOTAL	3738	57,569	33,060	24,509	11,179	46,390

Hire Summary by Fiscal Year

Fiscal Year	# Hired	Male	Female	Non-Beneficiary	Beneficiary
2006-2007	367	177	190	159	208
2005-2006	508	187	321	289	219
2004-2005	469	184	285	250	219
2003-2004	384	171	213	199	185
2002-2003	447	178	269	182	265
2001-2002	350	137	213	118	232
TOTAL	2525	1034	1491	1197	1328

Casual Employment

The Government of Nunavut hires casual employees for temporary assignments within departments. For example, casuals work on special projects, help with a high volume of work or fill in for employees on leave. Departments plan in advance for the hiring of casual employees based on anticipated workload and staff absences.

During 2006-07, a total of 1503 casuals worked for the GN (70% of whom were beneficiaries). The majority of casual employees were located in Iqaluit and were working in health and social services related positions.

A number of administrative and procedural changes have recently been made to the casual staffing process to ensure consistency in the hiring of casuals and compliance with the Priority Hiring Policy. These changes include:

- two positions within the Staffing Division (Department of Human Resources) now have responsibility for casual employment;
- interviews, reference checks and criminal record checks are being conducted on potential candidates;

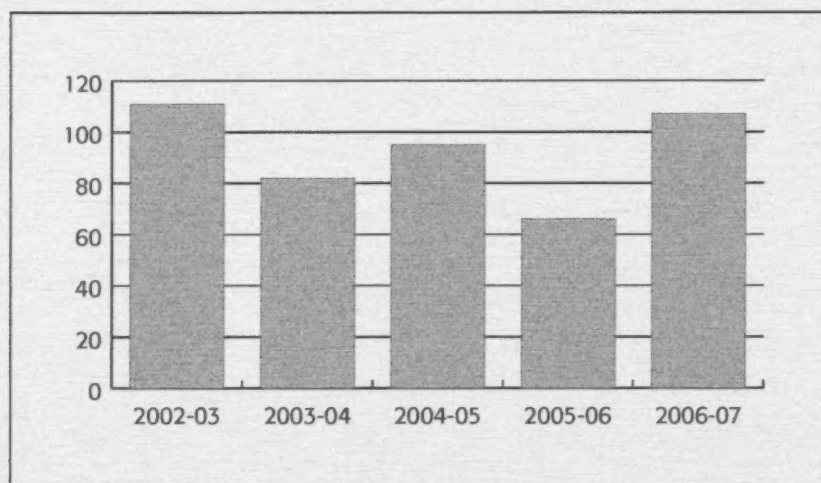
- the Department of Human Resources is playing a more active role in the identification and selection of casual staff by assisting departments in identifying candidates who will meet the short term needs;
- each casual staffing request is tracked to ensure compliance with the Priority Hiring Policy.

Direct Appointments

A direct appointment is an appointment to the public service of the Government of Nunavut that is not filled through the competition process. Direct appointments are mainly used to achieve a qualified and representative public service. They are also used in situations where the regular recruitment process has been unsuccessful in filling hard-to-staff positions. Direct appointments are initiated by departments, are then reviewed and recommended by the Department of Human Resources and are ultimately approved by Cabinet.

During 2006-07, Cabinet approved a total of 107 direct appointments. Of the 107 direct appointment approved, 106 (99%) were for beneficiaries.

Direct Appointments by Fiscal Year



EMPLOYEE RETENTION

The retention rate for Government of Nunavut employees has increased significantly since 2000 (when it was at 69%). Since that time, the retention rate has continued to increase and has remained at 84% in both 2005-06 and 2006-07.

Although the retention rate has significantly increased, retention of existing employees remains a priority for the Government of Nunavut.

EMPLOYEE RECOGNITION

Long Term Service Awards

The Government of Nunavut recognizes the contribution of employees who have served long periods of uninterrupted employment within the public service. Long term service award ceremonies are held once every two years to acknowledge the ongoing dedication of GN employees. Award ceremonies were held in 23 communities across Nunavut in 2006-07. A total of 601 employees received long term service awards for 5, 10, 15, 20, 25, 30 and even 40 years of continuous service. The next awards will be presented in 2008-09.

Long Term Service Awards

Award	Number of Recipients
5 years	391
10 years	87
15 years	66
20 years	27
25 years	22
30 years	7
40 years	1
TOTAL	601

EMPLOYEE DEVELOPMENT

Within the workplace, ongoing training and development of employees is critical to building a strong and dedicated public service that can be responsive to the needs of Nunavummiut.

The Department of Human Resources' Training and Development Division is responsible for researching, designing, and delivering programs that address general training needs across the Government of Nunavut. The division works in partnership with all departments to identify and respond to priority training needs for Government of Nunavut employees working across Nunavut and to ensure that programs are relevant, cost effective, and high quality.

(Please note that participant statistics contained in this section of the report are not necessarily reflective of individual employee participation rates. For example, one employee may have registered for more than one course offered as part of a specific program. This one employee's participation would be reflected multiple times in the aggregate training participation data.)

Employee Orientation

Employee orientation sessions are hosted in communities across the territory on a regular basis. These sessions are designed to provide employees with general information about working for the Government of Nunavut and are designed to complement department/job specific orientation initiatives of each GN department. In 2006-07,

a total of 197 employees attended 1 of 15 different orientation sessions that took place across Nunavut. Sessions were held in 5 different communities. In Iqaluit, specialized sessions were held for Nunavut Arctic College instructors and summer students.

In 2006-07, an intranet-based orientation site was conceptualized and designed. The site will provide general information including an overview of the history of Nunavut and the Government of Nunavut, employment information (i.e. pay and benefits, collective agreements), community profiles and culture and language. The site is planned to go live in 2007-08. A comprehensive employee orientation handbook has also been developed for new employees.

2006-07 Employee Orientation Sessions

Community	# Participants	Beneficiary	Non-Beneficiary
Iqaluit – general	20	7	13
Iqaluit – general	16	10	6
Iqaluit – general	13	5	8
Iqaluit – summer students	38	22	16
Iqaluit – NAC	11	5	6
Iqaluit – general	15	4	11
Iqaluit – general	7	1	6
Iqaluit – general	13	4	9
Iqaluit – general	6	0	6
Total Iqaluit (9 sessions)	139	58	81
Pangnirtung – schools	19	15	4
Pangnirtung	7	7	0
Total Qikiqtaaluk (2 sessions)	26	22	4
Kugaaruk – 2 sessions	6	2	4
Gjoa Haven	18	9	9
Kugluktuk	8	5	3
Total Kitikmeot (4 sessions)	32	16	16
TOTAL (15 sessions)	197	96	101

Cultural Orientation

The Department of Human Resources, under the guidance of the Department of Culture, Language, Elders and Youth, offers a Cultural Orientation Program for Government of Nunavut employees. These seasonal one-day, on-the-land sessions introduce employees to:

- The History of Nunavut
- The Guiding Principles of *Inuit Qaujimajatuqangit*
- *Pinasuaqtavut*
- *The Inuit Way* resource book by Pauktuutit
- Traditional Inuit Activities

A total of 35 employees attended 1 of 4 different sessions held throughout 2006-07 in Iqaluit and Kugaaruk. Course evaluations indicated that all participants left with a significantly increased understanding of Inuit culture and values.

Future plans for the Government of Nunavut Cultural Orientation Program include the addition of workshops and seminars on specific topics of Inuit traditional knowledge and increased regional deliveries.

2006-07 Cultural Orientation

Community	# Participants	Beneficiary	Non-Beneficiary
Iqaluit	12	4	8
Iqaluit	7	2	5
Iqaluit	12	3	9
Kugaaruk	4	2	2
TOTAL (4 sessions)	35	11	24

Learning and Development Opportunities

The Department of Human Resources' Learning and Development Program consists primarily of courses, workshops and seminars that are designed to enhance employees' knowledge, skills and abilities in their current positions and to help prepare them to take on higher positions within the Government of Nunavut. Programming is designed to meet general training needs in such areas as computer literacy, financial management, administrative services, communication and human resources management.

In 2006-07, a total of 1067 employees completed learning and development activities sponsored by the Department of Human Resources. A total of 104 course deliveries took place (56 different types of courses were offered) and 13 different communities across Nunavut hosted learning and development activities (Baker Lake, Cambridge Bay, Cape Dorset, Clyde River, Gjoa Haven, Igloolik, Iqaluit, Kugaaruk, Kugluktuk, Pangnirtung, Pond Inlet, Rankin Inlet and Taloyoak).

Learning and Development Program by Fiscal Year

Fiscal Year	Types of Courses Offered	# Course Deliveries	Total # of Participants	Total # of Beneficiaries	% Beneficiaries
2006-2007	56	104	1067	549	51%
2005-2006	42	109	843	452	54%
2004-2005	43	97	902	465	52%
2003-2004	30	90	915	439	48%
2002-2003*	31	123	1084	423	39%
2001-2002	24	89	577	233	40%
TOTAL	226	612	5388	2561	48%

*2 Nunavut Arctic College instructors teaching in Qikiqtaaluk (1 in Iqaluit, 1 in other communities). Other years had only 1 instructor for entire region.

Inuktitut/Inuinnaqtun Language Training

In partnership with Nunavut Arctic College, the Department of Human Resources offers Inuktitut/Inuinnaqtun language training courses. In 2006-07, a total of 21 language courses were offered. A total of 135 employees completed language training offered in 6 different communities. Another 625 employees accessed a self-directed Inuktitut as a Second Language CD-ROM to facilitate language learning. While this program, which has been in place since 2001-02, initially focused on Inuktitut second-language training, increased programming is being developed for first-language learning.

The Department of Human Resources completed Phase One of an extensive first language (Inuktitut) training needs assessment with Iqaluit employees in 2006-07. Phase Two will focus on assessing the needs and language levels of first language employees in the other regions. The results of these assessments will be used to improve Inuktitut/Inuinnaqtun first language training for GN employees.

To allow for greater flexibility, consistency and customization in regional language training, a full-time language instructor was hired in both Iqaluit and Rankin Inlet (to start in 2007-08) through a contract with Nunavut Arctic College.

Inuktitut/Inuinnaqtun Language Training by Fiscal Year

Fiscal Year	Total # of Participants
2006-2007	625 – Self-directed CD-ROM 135 ISL 27 IFL
2005-2006	97 – Self-directed CD-ROM 109 ISL 26 IFL
2004-2005	66 (ISL) 6 (Train the Trainer) 5 (IFL)
2003-2004	122
2002-2003	171
2001-2002	117

ISL – Inuktitut as a Second Language

IFL – Inuktitut as a First Language

2006-07 Inuktitut/Inuinnaqtun Language Training

Course	# Completed	Beneficiary	Non-Beneficiary
Inuktitut Keyboarding	7	7	0
Specialized ISL – Department of Environment	3	0	3
Specialized ISL – Joamie School	8	0	8
Specialized ISL – École des Trois Soleils	8	0	8
Specialized ISL – Nakasuk School	8	0	8
Specialized ISL – Aqsarniit School	10	0	10
ISL Level 1 Regular	11	1	10
ISL Level 2 Evening	3	0	3
ISL Level 2 Regular	4	0	4
ISL Level 2 Intensive	3	0	3
ISL Level 1 Intensive	8	0	8
ISL Level 1 Regular	10	0	10
ISL Level 1 Evening	9	0	9
Inuktitut Phonology & Morphology	7	7	0
Inuktitut Keyboarding	5	5	0
Inuktitut Phase One	9	0	9
Total Iqaluit (16 courses)	113	20	93
ISL Level 1 – Pangnirtung	5	0	5
Total Qikiqtaaluk (1 course)	5	0	5
Introduction to Inuktitut – Taloyoak	13	0	13
Introduction to Inuktitut – Gjoa Haven	11	4	7
Introduction to Inuktitut – Kugaaruk	9	3	6
Introduction to Inuinnaqtun – Cambridge Bay	11	3	8
Total Kitikmeot (4 courses)	44	10	34
TOTAL (21 courses)	162	30	132

Certificate in Nunavut Public Service Studies (NPSS)

Through a partnership with Carleton University, a custom designed, university-level program in public administration is being delivered to Government of Nunavut employees. The program began in February 2003, consists of 8 first and second year undergraduate courses (totaling 10 credits) and is the equivalent to one year of a Bachelor of Arts degree program. Courses are being delivered in 3 communities across Nunavut – Iqaluit, Cambridge Bay and Arviat. Courses are delivered either online or via CD/DVD and students are supported through

workshops held by trained, on-site facilitators. Two courses were offered in 2006-07: *Management of Federal-Territorial Relations* and *Human Resource Management*.

Although the program initially consisted of 8 courses, a ninth course in *Human Resource Management* was added in 2006-07. There was a high demand for this specialized course and with supplementary learning supports put in place (i.e. tutors, group work), 23 students successfully completed the course. This was the most number of students to successfully complete an NPSS course to date.

Nunavut Public Service Studies Program – Courses Completed To Date

Course	Total # Registered	Total # Completed	Beneficiaries Completed	% Beneficiary
History of Northern Canada	26	15	7	47%
Writing and Language	33	12	7	58%
Public Administration in Nunavut	36	22	10	45%
Principles of Financial Accounting	34	14	4	29%
History of Northern Canada – 2nd offering	21	15	7	47%
Global Political Issues	25	11	5	45%
Management of Federal-Territorial Relations	16	9	2	22%
Human Resource Management	35	23	11	48%
TOTAL	226	121	53	44%

Government of Nunavut Certificate in Financial Management

Since 2000, the Department of Human Resources, in partnership with Nunavut Arctic College and the Department of Finance, has been offering the Government of Nunavut Certificate in Financial Management. This non-accredited program provides an introduction to the financial planning and control processes of government. The series of six modules is used to orient new employees, to provide professional development for those currently in government, to prepare employees for advancement, or as a refresher course for middle and senior managers. There is an exam at the end of each seminar. Those who complete and pass all modules will receive a certificate. The modules are:

1. Government Organization in Nunavut
2. Program Planning
3. Financial Authority
4. Control Systems
5. Control Procedures
6. Financial Administration

To date, all modules have been updated and customized to reflect Government of Nunavut systems and processes. A total of 11 GN employees successfully graduated from the program in 2006-07 (73% of whom were beneficiaries).

A Human Resource Strategy for Finance Positions

The Department of Human Resources has been working in partnership with the Department of Finance to develop a human resource strategy for finance positions in the Government of Nunavut. The outcome of this strategy is to ensure that there is an effective and consistent framework to develop finance capacity and Inuit employment goals for all finance related positions in the public service. Training will be customized to reflect GN financial management practices and will provide employees with comprehensive, job-specific knowledge and skills through "hands-on" learning and practice.

Performance Management

Within the Government of Nunavut, performance management is ultimately aimed at achieving the strategic goals set forth in *Pinasuaqtavut*, through the development of employees' work-related skills, knowledge and experience.

In 2006-07, the Department of Human Resources staffed a position dedicated to the development and implementation of a GN-wide performance management program. New performance appraisal review guidelines and forms have been completed and will be implemented across the GN in 2007-08.



Job Evaluation

The Department of Human Resources' Job Evaluation Division has the responsibility of rating or evaluating all non-teaching position descriptions in the public service using the Hay Job Evaluation System to promote consistent, affordable, and fair rates of pay for public servants.

Approximately 1600 job evaluation actions were processed during 2006-07, while an additional 2,000 casual staffing actions were processed for assignment of an appropriate pay range.

BILINGUAL BONUS

The current bilingual bonus program was transferred from the GNWT. Under this program, an employee may receive a bilingual bonus of \$1,500 per year

when they use more than one of the official languages of Nunavut in their job. A bilingual bonus has two distinct components to it: (1) the position and (2) the employee. For a bilingual bonus to be applied the position must be designated bilingual by virtue of assigned duties and responsibilities and the employee must be capable in the languages designated for the position.

There are approximately 1100 positions designated as bilingual in the GN. Typically, positions that provide direct service to the public are so designated. Examples are Social Workers, Clerk Interpreters at Health Centres, Classroom Assistants, Juridical Officers, Corrections Officers and Conservation Officers.

Employees Receiving Bilingual Bonus by Department at March 31, 2007

Department	Inuktitut	French	TOTAL
Community & Government Services	49	0	49
Culture, Language, Elders & Youth	30	1	31
Economic Development & Transportation	44	4	48
Education	122	2	124
Executive & Intergovernmental Affairs	37	0	37
Environment	30	0	30
Finance	46	1	47
Human Resources	27	1	28
Health & Social Services	254	0	254
Justice	76	0	76
Nunavut Arctic College	31	0	31
Nunavut Housing Corporation	20	1	21
Office of the Legislative Assembly	11	0	11
TOTAL	777	10	787

6 Employee Relations

The Department of Human Resources is responsible for providing employee relations advice and services to GN departments and agencies. The Employee Relations Division deals with senior management and excluded employees and employees represented by two bargaining units. The division is also responsible for the planning, organizing, and implementation of the Workplace Health, Safety and Wellness program and employee recognition initiatives.

WORKPLACE HEALTH, SAFETY AND WELLNESS PROGRAM

The Government of Nunavut is committed to investing in its employees by promoting a safe, healthy and harmonious workplace. The Workplace Health, Safety and Wellness Program provides an Employee and Family Assistance Program and occupational health and safety training.

Employee and Family Assistance Program

The Employee and Family Assistance Program (EFAP) is a confidential, 24-hour, toll-free telephone counseling service. The service is available to all employees and their family members. Tele-Health counseling sessions are available on request throughout the territory. These services are provided in partnership with Health Canada.

2006-07 EFAP Utilization Rates

Employee Population	2,475	
Employees using EFAP	56	2%
Client Category	#	%
Client	55	98%
Family	1	2%
TOTAL	56	100%
Client Gender		
Females	35	62.5%
Males	21	37.5%
TOTAL	56	100%
Age Distribution Of Clients		
18 – 29	10	17%
30 – 39	18	33%
40 – 49	23	42%
50 – 59	5	8%
TOTAL	56	100%
Referred By		
Self	23	42%
Supervisor/Manager	9	16%
Family	5	8%
Human Resources	3	5%
Peer	4	7%
Promotional Material	12	22%
TOTAL	56	100%
Assessment Type		
Addictions Self/Other	9	17%
Family/Marital	14	26%
Physiological/Psychological Health	19	33%
Financial	1	1%
Conflict/Peer	2	3%
Conflict/Super	2	3%
Work Related	9	17%
TOTAL	56	100%

Health, Safety and Wellness Training & Information Sessions

The GN is committed to providing learning and development opportunities to improve employees' knowledge of health and wellness matters. Safety legislation requires that training opportunities be made available to employees to ensure that they may meet the basic requirements of the *Nunavut Safety Act*.

Training was provided throughout Nunavut in 2006-07 on health, safety and wellness topics including:

- Critical Incident Stress Management
- Stress Management
- First Aid and CPR
- Wilderness First Aid
- Advanced First Aid
- Grief and Loss
- Family Violence
- Fundamentals of Counseling
- Suicide Intervention and Prevention
- Ergonomics
- Occupational Health and Safety
- Non Violent Crisis Intervention
- Instructors Courses for First Aid and CPR
- Instructors Course in Non-Violent Crisis Intervention
- Respectful Workplace
- Harassment Investigator Courses Levels 1 and 2

- Anger Management
- Conflict Resolution

COLLECTIVE BARGAINING

Nunavut Employees Union

A collective agreement between the Government of Nunavut and the Nunavut Employees Union (NEU), covering approximately 1700 employees, expired on September 30, 2006. A new collective agreement is presently being negotiated.

Nunavut Teachers Association

A collective agreement between the Government of Nunavut and the Nunavut Teachers Association (NTA), covering approximately 660 employees, was negotiated in the fall of 2005 with an expiration date of September 30, 2009.

GRIEVANCES AND STAFFING APPEALS

Grievances

The grievance process is used to resolve disputes between employees, the unions and the Government of Nunavut. The Department of Human Resources continues to work with departments, the NEU and the NTA on improving grievance procedures to allow for meaningful discussion to proactively resolve workplace issues.

Active grievances at March 31, 2007

	Policy Grievance	Group Grievance	Individual Grievance	Total
NEU	5	12	70	87
NTA	0	0	4	4

Policy Grievance: refers to situations where the union brings forth a complaint alleging a breach of the terms of the collective agreement resulting from the employer introducing a directive or policy that contravenes the collective agreement.

Group Grievance: refers to situations where more than one union member files a grievance alleging that the employer has failed to recognize their collective rights pertaining to specific terms and conditions of the collective agreement.

Individual Grievance: affects the individual griever, filed by one person, either by that person, or by the union on behalf of that person.

Staffing Appeals

The Department of Human Resources provides a staffing appeals process to eligible appellants. The staffing appeals process allows an employee or beneficiary who has applied on a position in the NEU bargaining unit to request a review of the competition if the applicant feels that the


competition was improperly conducted. In addition to Iqaluit, the department's three regional offices (Igloolik, Rankin Inlet and Cambridge Bay) have the capacity to deliver staffing appeals hearings. An appeal hearing provides an objective review of the staffing process. There were a total of 21 staffing appeals in 2006-07.

2006-07 Staffing Appeals

Region	Total	Withdrawn	Denied	Upheld
Iqaluit	5	0	5	0
Qikiqtaaluk	3	0	3	0
Kivalliq	7	0	5	2
Kitikmeot	6	0	3	3
TOTAL	21	0	16	5

Staffing Appeals Summary

Fiscal Year	Upheld	Denied	Withdrawn	Total	Upheld Appeals Ratio
2006-2007	5	16	0	21	24%
2005-2006	4	39	0	43	9%
2004-2005	8	21	0	29	28%
2003-2004	6	25	0	31	19%
2002-2003	1	15	0	16	6%
2001-2002	2	11	0	13	15%
2000-2001	2	6	0	8	25%
1999-2000	2	10	1	13	15%
TOTAL	30	143	1	174	19.5%



Human Resource Information and Payroll System

The Departments of Community and Government Services, Finance and Human Resources are in the process of implementing an integrated Human Resource Information and Payroll System (HRIPS), also referred to as Personality 2000 or P2K. The human resources and payroll components of Phase 1 of the P2K system have been operational since April 2005. The leave and attendance module of Phase 1 is currently being implemented. The training portion has been completed and the

first stage of implementation of the leave entry component (self service) has also been completed. Post-implementation follow-up and linking of leave to payroll is underway. Implementation of Phase 2 is scheduled to follow after completion of Phase 1. This will include staggered implementation of the time scheduling, labour relations, training and development, recruiting, forecasting and costing and safety and health modules over the following 3 years.

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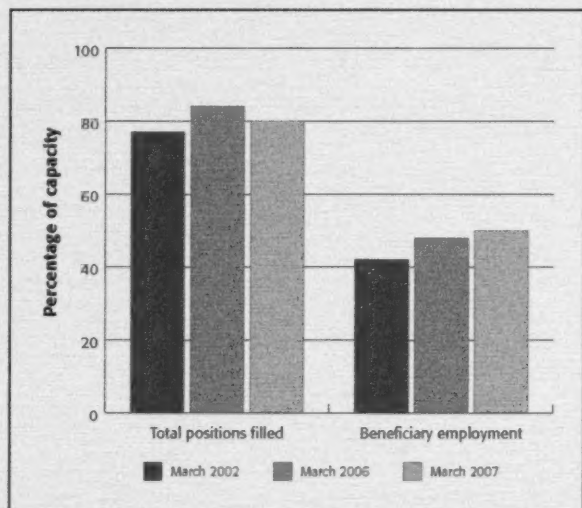
Workforce Profile

The information contained in this section of the report is extracted from the P2K human resource information and payroll system¹ and “Towards a Representative Public Service” reports. Job competition information is extracted from Human Resources’ job competition database². To provide for useful comparisons of workforce statistics, some of the graphs and charts contain historical data from the period ending 5 years ago (March 2002).

The Departments of Human Resources and Finance are continuing to enhance information collection mechanisms through the implementation of P2K.

In March 2007, the average employee was 42 years of age, earned approximately \$70,700 a year and had 6 years of service in the Government of Nunavut. The average beneficiary male employee was 41 years of age, earned approximately \$64,100 a year and had 6.5 years of service. The average beneficiary female employee was 41 years of age, earned approximately \$61,000 a year and had 7 years of service. The average non-beneficiary male employee was 44 years of age, earned approximate \$81,700 a year and had 5.5 years of service. The average non-beneficiary female employee was 42 years of age, earned \$75,950 a year and had 5.5 years of service.

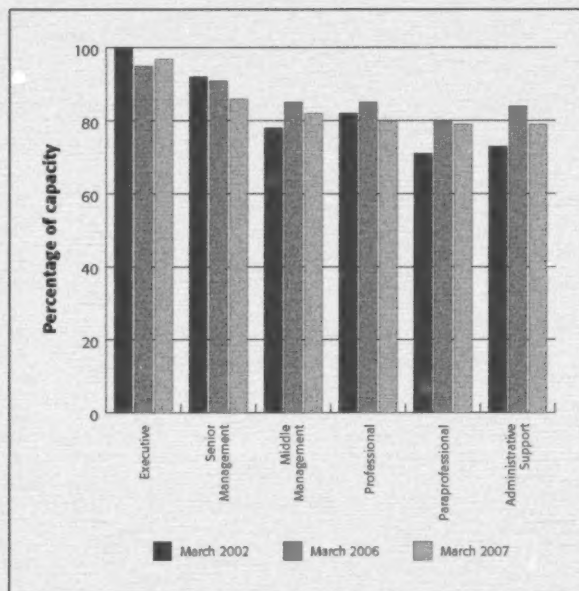
Staffing Capacity and Inuit Representation



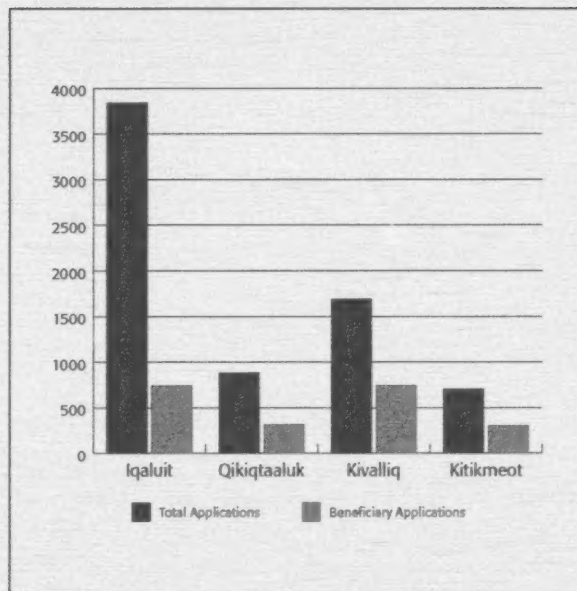
¹Information on employee gender, salary, years of service, age and pay group are for full-time equivalent (FTE) employees only. Data generated by P2K for March 2006 has been slightly adjusted from published 2005-2006 Public Service Annual Report to reflect revised data collection methodology.

²Job competition information does not include Nunavut Arctic College, teaching and nursing positions.

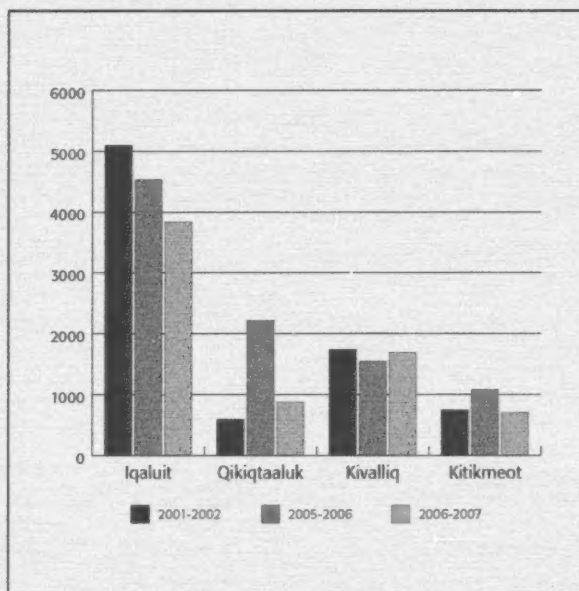
Capacity Distribution by Occupational Category



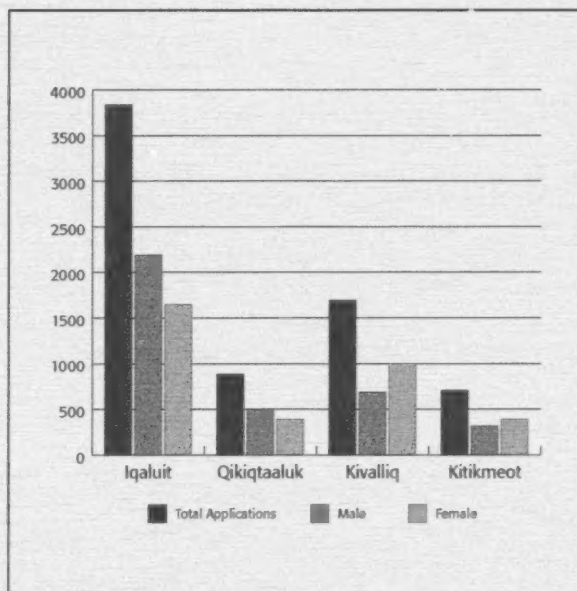
Total Job Applications and Beneficiary Applications by Region 2006-07

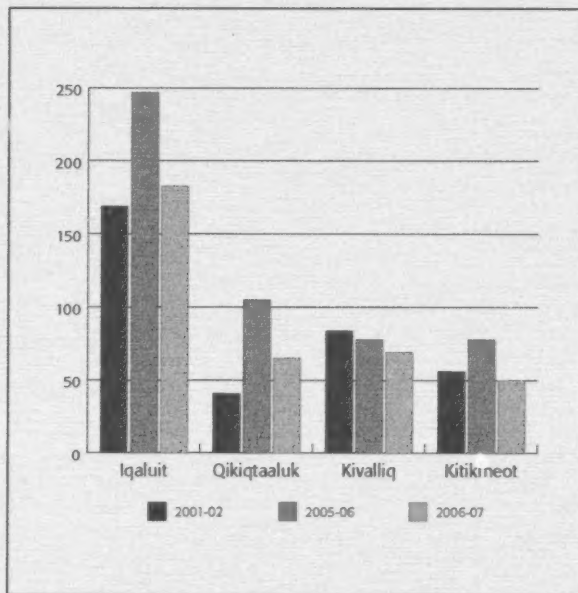
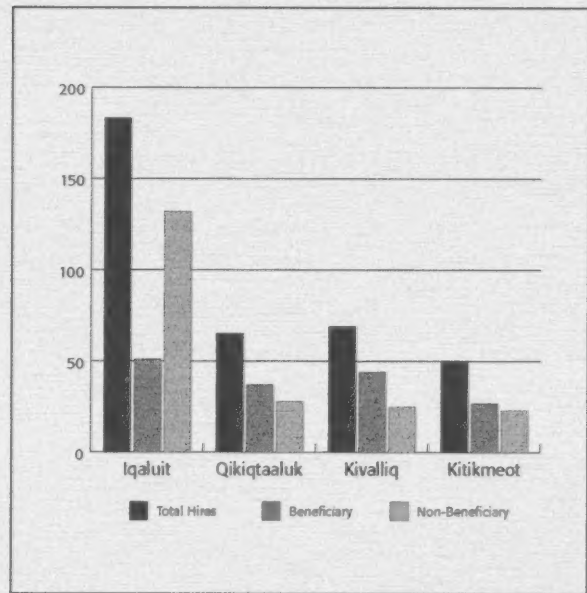


Total Job Applications by Region



Total Job Applications and Gender by Region 2006-07



Total Hires by Region**Total Hires and Beneficiary Status by Region 2006-07**

Beneficiary Employment by Community

COMMUNITY	March 2006			March 2007		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
BAFFIN	1733	771	44%	1813	841	46%
Arctic Bay	44	25	57%	44	26	59%
Qikiqtarjuaq	35	23	66%	36	27	75%
Cape Dorset	98	49	50%	98	53	54%
Clyde River	47	31	66%	47	31	66%
Grise Fiord	15	11	73%	15	11	73%
Hall Beach	38	24	63%	36	25	69%
Igloolik	105	60	57%	111	70	63%
Iqaluit	1025	346	34%	1104	391	35%
Kimmirut	30	16	53%	30	17	57%
Nanisivik	4	4	100%	4	4	100%
Pangnirtung	116	73	63%	112	75	67%
Pond Inlet	112	71	63%	119	76	64%
Resolute Bay	22	12	55%	18	9	50%
Sanikiluaq	42	26	62%	39	26	67%
KIVALLIQ	699	387	55%	692	409	59%
Arviat	163	90	55%	162	97	60%
Baker Lake	120	66	55%	127	72	57%
Chesterfield Inlet	25	14	56%	26	20	77%
Coral Harbour	44	26	59%	41	26	63%
Rankin Inlet	287	158	55%	278	159	57%
Repulse Bay	35	19	54%	34	18	53%
Whale Cove	25	14	56%	24	17	71%
KITIKMEOT	416	224	54%	439	235	54%
Bathurst Inlet	1	1	100%	1	1	100%
Cambridge Bay	170	79	46%	178	79	44%
Gjoa Haven	69	47	68%	73	50	68%
Kugaaruk	34	17	50%	35	18	51%
Kugluktuk	105	56	53%	112	61	54%
Taloyoak	37	24	65%	40	26	65%
Umingmaktok	0	0	—	0	0	—
OTHER	19	6	32%	18	7	39%
Churchill	3	1	33%	4	2	50%
Ottawa	4	1	25%	4	1	25%
Winnipeg	12	4	33%	10	4	40%
TOTAL	2867	1388	48%	2962	1492	50%

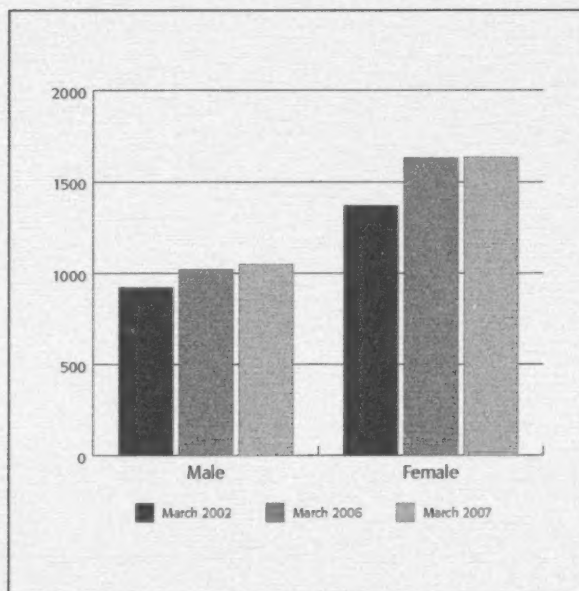
Beneficiary Employment by Department

DEPARTMENT	March 2006			March 2007		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
Community & Government Services	255	101	40%	255	104	41%
Culture, Language, Elders & Youth	64	42	66%	63	40	63%
Economic Development & Transportation	108	55	51%	101	56	55%
Education	1048	554	53%	1067	564	53%
Environment	91	36	40%	87	39	45%
Executive & Intergovernmental Affairs	46	29	63%	38	18	47%
Finance	127	54	43%	129	57	44%
Health & Social Services	599	267	45%	603	311	52%
Human Resources	67	31	46%	67	35	52%
Justice	129	59	46%	199	92	46%
Nunavut Arctic College	107	45	42%	111	50	45%
Nunavut Housing Corporation	67	31	46%	69	33	48%
Office of the Legislative Assembly	25	12	48%	26	11	42%
Qulliq Energy Corporation	134	72	54%	147	82	56%
TOTAL	2867	1388	48%	2962	1492	50%

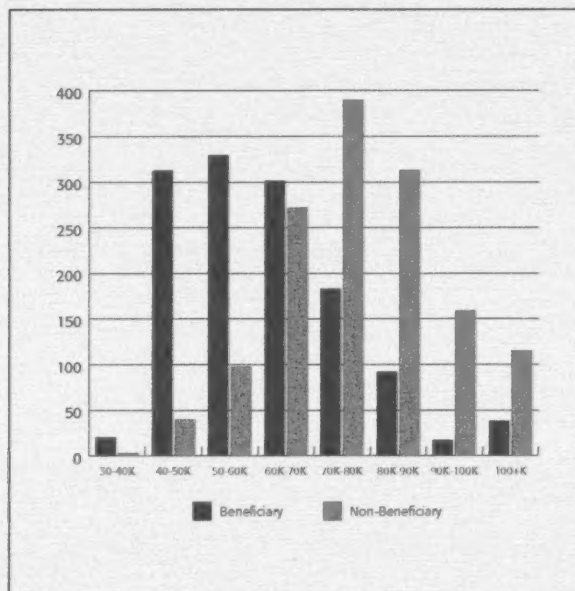
Beneficiary Employment by Occupational Group

GROUP	March 2006			March 2007		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
Executive	35	17	49%	37	17	46%
Senior Management	125	30	24%	120	34	28%
Middle Management	364	78	21%	357	87	24%
Professional	961	229	24%	962	244	25%
Paraprofessional	884	582	66%	1007	669	66%
Administrative Support	498	452	91%	479	441	92%
TOTAL	2867	1388	48%	2962	1492	50%

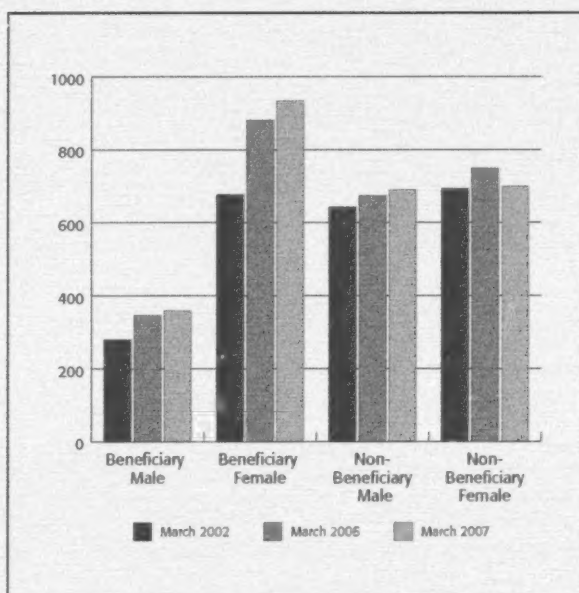
Employees by Gender



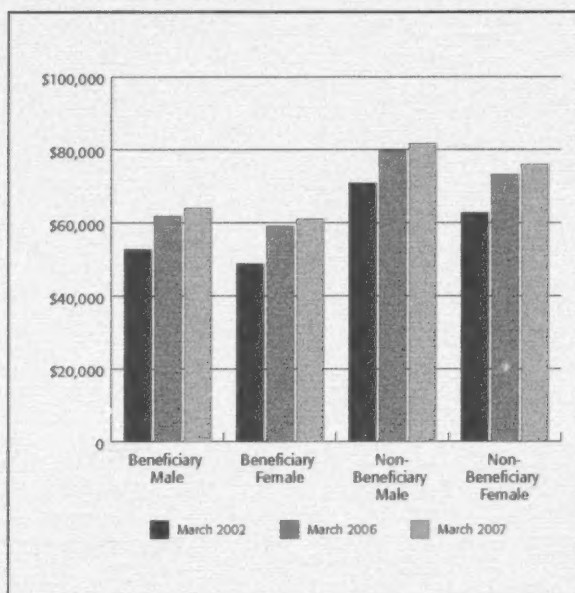
Employees by Salary Range and Beneficiary Status – March 2007



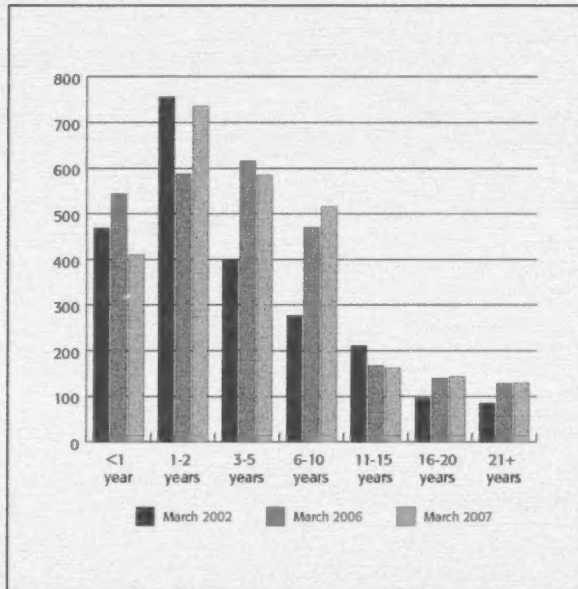
Employees by Beneficiary Status and Gender



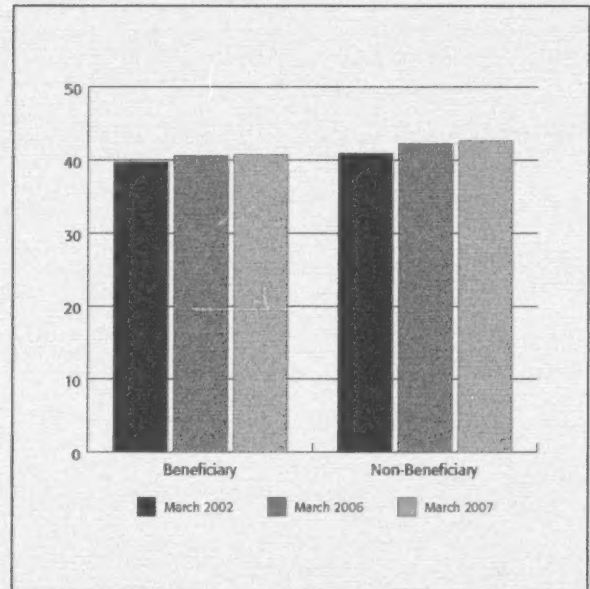
Average Annual Salary by Beneficiary Status and Gender



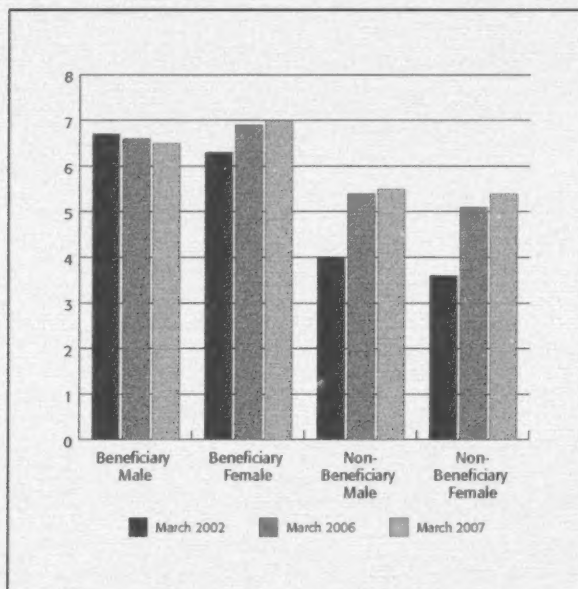
Employees by Years of Service



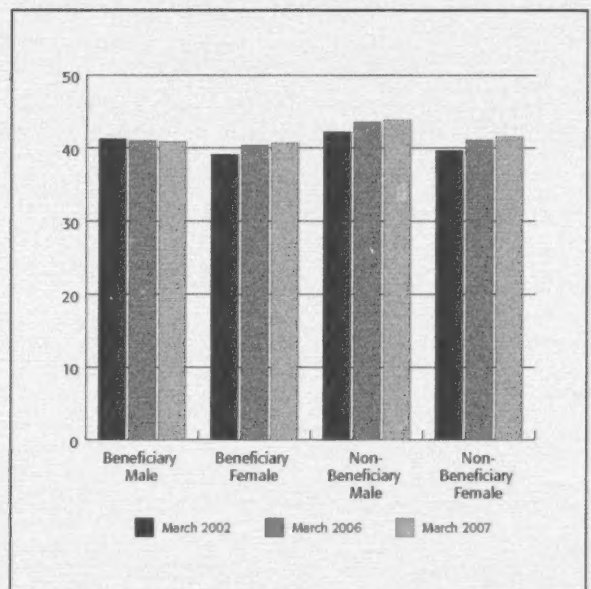
Average Age of Employees by Beneficiary Status



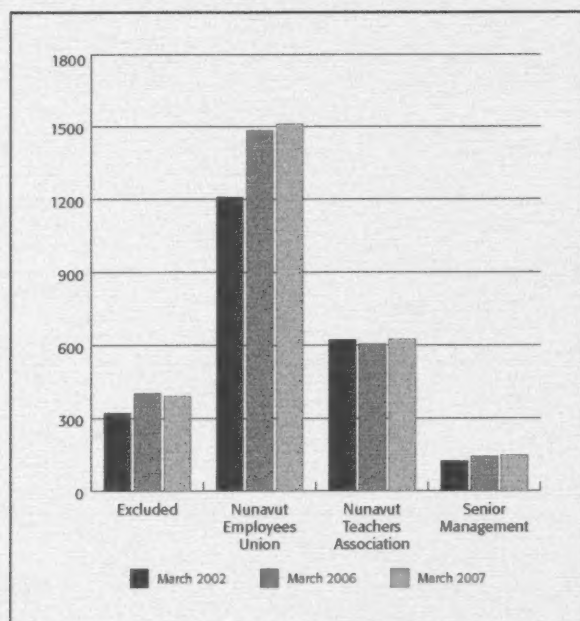
Average Years of Service by Beneficiary Status and Gender



Average Age of Employees by Beneficiary Status and Gender



Employees by Pay Group



Employee Turnover* by Pay Group

EMPLOYEE GROUP	Departure Rate (%) 2000**	Departure Rate (%) 2001**	Departure Rate (%) 2002**	Departure Rate (%) 2003-04***	Departure Rate (%) 2004-05	Departure Rate (%) 2005-06	Departure Rate (%) 2006-07
Excluded Employees	41%	26%	19%	18%	15%	15%	14%
Nunavut Teachers Association	34%	21%	21%	18%	21%	22%	22%
Senior Management	36%	19%	13%	13%	13%	13%	12%
Nunavut Employees Union	27%	34%	18%	20%	17%	14%	14%
TOTAL	31%	28%	19%	18%	18%	16%	16%

* Employees leaving Government of Nunavut.

** Calendar Year

*** Data was collected over a 15 month period (December 31, 2003 – March 31, 2004) but adjusted to reflect a 12 month departure rate.